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Problems of the strategic planning systems implementation at industrial enterprises

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Purpose – to investigate the problems of implementing a strategic planning system in industrial enterprises.

Design/Method/Research approach. A theoretical approach based on the generalization of available research, analysis, and comparison to identify obstacles to the strategic planning implementation in industrial enterprises

Findings. It is substantiated that the strategy development and strategic planning system implementation are necessary conditions for a modern industrial enterprise's functioning due to the dynamism and instability of the economic environment. One of the most important factors influencing the economic entity's efficiency is the awareness of the need to implement a strategic planning system because it allows the company to achieve dynamic development and strengthen its market position. It is argued that among the problems that affect the strategic planning implementation in industrial enterprises, external factors of influence, internal factors of the organization, and factors related to the enterprise owner's motives.

Theoretical implications. The research's theoretical significance is to change the research focus in strategic planning from external factors to the enterprise owner's motives research.

Practical implications. Owners and top managers can use the research to prevent problems with the enterprise's strategic planning implementation.

Originality/Value. The paper's originality is because, for the first time, the relationship between the dynamics and problems of strategic planning system implementation in industrial enterprises is considered by the personal motives of the enterprises' owners.

Research limitations/Future research. Further research forecasts further analyze the relationship between external and internal factors influencing strategic planning system implementation problems in industrial enterprises.

Paper type – theoretical.

Keywords: strategy; strategic planning; industrial enterprise; management; implementation problems of the strategic planning system.

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Проблеми впровадження системи стратегічного планування на промислових підприємствах

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Мета роботи – дослідити проблеми впровадження системи стратегічного планування на промислових підприємствах.

Дизайн/Метод/План дослідження. Теоретичний підхід, що заснований на узагальненні існуючих досліджень, аналіз та порівняння для виявлення перешкод впровадження системи стратегічного планування на промислових підприємствах.

Результати дослідження. Обґрунтовано, що розробка стратегії та впровадження системи стратегічного планування – це одна з необхідних умов функціонування сучасного промислового підприємства, що обумовлено динамічністю та нестабільністю економічного середовища. Доведено, що одним з найголовніших факторів, котрий впливає на ефективність функціонування економічного суб'єкта, є усвідомлення необхідності впровадження системи стратегічного планування, оскільки, воно дає можливість підприємству досягати динамічного розвитку та посилювати ринкову позицію. Аргументовано, що серед проблем, які впливають на впровадження системи стратегічного планування на промислових підприємствах є не тільки зовнішні фактори впливу і внутрішні фактори організації, а й фактори пов'язані з особистісними мотивами власника підприємства.

Теоретичне значення дослідження. Теоретичне значення цієї статті полягає у зміні фокусу досліджень у сфері стратегічного планування з зовнішніх факторів на дослідження особистих мотивів власника підприємства.

Практичне значення дослідження. Дане дослідження може використовуватись власниками та топ-менеджерами для запобігання проблем в час впровадження стратегічного планування на підприємстві.

Оригінальність/Цінність/Наукова новизна дослідження. Оригінальність статті зумовлена тим, що вперше розглянуто взаємозв'язок між динамікою та проблемами впровадження системи стратегічного планування на промислових підприємствах з боку особистих мотивів власників цих підприємств.

Обмеження дослідження/Перспективи подальших досліджень. Прогнози подальших досліджень – подальший аналіз взаємозв'язку зовнішніх та внутрішніх факторів впливу на проблеми впровадження системи стратегічного планування на промислових підприємствах.

Тип статті – теоретичний.

Ключові слова: стратегія; стратегічне планування; промислове підприємство; управління; проблеми впровадження системи стратегічного планування.

Проблемы внедрения системы стратегического планирования на промышленных предприятиях

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Цель работы – исследовать проблемы внедрения системы стратегического планирования на промышленных предприятиях.

Дизайн/Метод/План исследования. Теоретический подход, основанный на обобщении существующих исследований, анализ и сравнение для выявления препятствий внедрения системы стратегического планирования на промышленных предприятиях.

Результаты исследования. Обосновано, что разработка стратегии и внедрение системы стратегического планирования – это одно из необходимых условий функционирования современного промышленного предприятия, что обусловлено динамичностью и нестабильностью экономической среды. Доказано, что одним из главных факторов, который влияет на эффективность функционирования экономического субъекта, является осознание необходимости внедрения системы стратегического планирования, поскольку оно дает возможность предприятию достигать динамичного развития и усиливать рыночную позицию. Аргументировано, что среди проблем, которые влияют на внедрение системы стратегического планирования на промышленных предприятиях, следует выделять не только внешние факторы влияния и внутренние факторы организации, но и факторы, связанные с личностными мотивами собственника предприятия.

Теоретическое значение исследования. Теоретическим значением данной статьи является изменение фокуса исследований в области стратегического планирования с внешних факторов на исследования личных мотивов собственника предприятия.

Практическое значение исследования. Данное исследование может использоваться владельцами и топ-менеджерами для предотвращения проблем при внедрения стратегического планирования на предприятии.

Оригинальность/Ценность/Научная новизна исследования. Оригинальность статьи обусловлена тем, что впервые рассмотрена взаимосвязь между динамикой и проблемами внедрения системы стратегического планирования на промышленных предприятиях со стороны личных мотивов владельцев этих предприятий.

Ограничение исследования/Перспективы дальнейших исследований. Прогнозы дальнейших исследований – дальнейший анализ взаимосвязи внешних и внутренних факторов влияния на проблемы внедрения системы стратегического планирования на промышленных предприятиях.

Тип статьи – теоретический.

Ключевые слова: стратегия; стратегическое планирование; промышленное предприятие; управление; проблемы внедрения системы стратегического планирования.

1. Introduction

The changing pace in the environment where economic entities operate is so rapid that strategic planning is the only way to forecast and ensure successful development. The modern domestic and foreign research analysis allows concluding that identifying and solving current problems through the strategic planning system implementation is a step towards ensuring the enterprise's effective operation, which helps survive in conditions of increased competition in the market.

The advent of such an approach as strategic planning in the economy is associated with searching for effective management mechanisms. Under modern economic entities, strategic planning is spreading quite dynamically (Beaver, & Prince, 2002). According to a study by the Ukrainian Astra-Kyiv LLC consulting firm, in 2015, only 12% of Ukrainian industrial enterprises implemented a strategic planning system, and according to 2019 statistics, 17% of enterprises already apply strategic planning in practice. They receive profits above their competitors who do not apply such an approach (Astra-Kyiv, 2020). Businesses operate in an unstable environment, while success is possible only when they can anticipate change and exert targeted management influence. Nowadays, almost half of domestic enterprises have experience in strategic planning; however, some obstacles prevent further effective implementation of the strategic planning system. Therefore, the problems study strategic planning system implementation in industrial enterprises, and the development of the proposals for their solution becomes especially relevant.

The strategic planning theoretical basis arose in the first proceedings on enterprise management by Fayol (1923). Formed in the 1960s and developed in the 1970s, internal corporate systems are called "strategic planning." Since then, several scholars have been researching strategy development, strategic planning, and management implementation. Among them, Biloshapka (2018) studied the strategic factors of managerial performance's organizational context. Blonska (2012), in her work, developed mechanisms for using modern information technology to effectively assess the enterprise's strategic potential. Bolshenko (2010) studied the economic and organizational principles of industrial enterprise management. Borisenko (2015) studied planning in the organization. D. Gorelov considered the problems of enterprise's forming business processes (Zlotenko, & Rudnichenko, 2019). Dykan (2018) studied the enterprise management problems. Kolpakov (2005) researched enterprise management methods. In his paper, Sayenko (2006) explored the organization's strategic management. Tsyba (2007) considered the features and mechanisms of strategic planning in the enterprise. Krupskiy and Kuzmyska (2020) established a connection between the enterprise's organizational culture and its business strategy and how this connection affects the enterprise's ability to survive. Shershnyova (2004) and others studied strategic enterprise management.

The research shows that most industrial enterprises are not involved in strategic planning (Wolf, & Floyd, 2017; Neis, Pereira, & Maccari, 2017; George, Walker, & Monster, 2019; Mallon, 2019).

Despite many papers in this area, under current conditions, there is no clear universal definition of the "planning" category and a single point of view on identifying the strategic planning system's role in the enterprise. Furthermore, given that domestic economic agents' current environment is challenging to predict, there is a need to focus on current problems that arise during the introduction and implementation of the strategic planning system to make this process as useful as possible. Therefore, the search and study of strategic planning implementation problems in industrial enterprises is a priority for their further elimination and effective functioning of national economic facilities.

2. Problem statement

The paper aims to identify and structure the problems of a strategic planning system implementation in industrial enterprises and substantiate ways to solve them.

3. Methods and information sources of research

The research methodology is based on a theoretical approach to interpreting the "strategic planning" definition essence and the study of the problems of its implementation in industrial enterprises. In the research process, we applied methods of generalization and systematic analysis in the study of Ukrainian and foreign authors' proceedings. A comparative analysis was also conducted to study the problems of strategic planning system implementation in industrial enterprises. Statistical and tabular methods were used to study available problems. The study is based on data obtained from a survey of owners and top managers of Ukrainian industrial enterprises.

4. Research results

One of the modern social development features is that scientists, politicians, entrepreneurs, and ordinary citizens pay close attention to the development strategies formation and the strategic development priorities achievement. The advent of strategic planning is associated with searching for practical tools, mechanisms, and management styles. The "strategic planning" definition includes "strategy," an independent category that is difficult to define due to the variety of interpretations formed today by national and international scholars.

Thus, according to Ansof (1980), the strategy is a set of decision-making rules that govern the organization. He highlights several unique features of the strategy: first, the process of developing a strategy does not end with any immediate action, of course, it ends with the establishment of general directions, progression, according to which growth and consolidation of a company gets ensured; secondly, for the strategic projects development by the search method, a specific strategy should be used (the strategy is given the role of a specific filter: all incompatible opportunities and directions are rejected); third, a specific strategy ceases to be necessary as soon as the actual development of events becomes the appropriate desire of the organization; fourth, as in the strategies development it is impossible to anticipate all the opportunities that arise in the purposes specification and the measures formation, there used generalized, incomplete and inaccurate information about the various strategic alternatives; fifth, if more accurate and complete information is available, there may be doubts about the validity of the adopted strategy, therefore, feedback is needed to identify a new strategy in a timely manner.

Mintzberg (1989) considered the strategy content as a behavior principle or following specific behavioral patterns. He defines strategy as a combination of the five "P's": plan, principle, position, perspective, procedure. According to Chandler (1990) classical strategic planning, the strategy defines the main long-term goals and objectives of the enterprise, the course of action adoption, and the resources allocation needed to achieve goals. On the one hand, this strategy interpretation is based on the traditional approach to its definition as a unique method of allocating resources between current and future activities (A. Chandler notes that the strategic alternative should be based on comparing the capabilities and resources of corporations). On the other hand, this definition focuses on achieving goals.

In the paper of national scientists *Kalinescu, Romanovska and Kyrlyova (2007)*, it is proposed to consider the strategy as a set of activities (goals and ways to achieve them) to ensure renewed divergence and profitability of the enterprise. *Biloshapka and Zagoryi (2007)* characterized the strategy as a long-term clearly defined approach to organizational development. In turn, N. Dykan and I. Borisenko considered the strategy as a generalization model of activities necessary to achieve goals through coordination and allocation of resources of the enterprise, i.e., the development of enterprise strategy includes goals to achieve the developed plans that provide opportunities for the enterprise (*Dykan, & Borisenko, 2008*). *Sayenko (2007)* gives the following definition: "strategy is a systematized plan of the enterprise potential behavior in terms of incomplete information about the future development of the environment and entrepreneurship, including the missions formation, long-term goals and ways and decision-making rules on the most effective strategic resources, strengths and capabilities, addressing weaknesses and protecting against economic threats to generate further profits".

Examining the above approaches of economists, we can conclude that there is no single "strategy" definition at this stage. However, based on the generalization method, we will understand the economic entity concept strategy based on a set of real actions aimed at achieving the desired strategic development goals.

Sayenko (2007) identifies eight main stages of forming the enterprise strategy. Thus, first, the analysis of the economic subject functioning environment is carried out, its further development is forecasted, opportunities and threats, strengths and weaknesses are revealed, competitiveness is estimated, and its changes are forecasted. During the second stage or in parallel (with newly created enterprise - the first), the mission, the purpose, and tasks of the enterprise are defined. The third stage is a strategic analysis, which includes comparing goals and objectives with environmental analysis results, identifying and closing the gap between them, and, most importantly, developing alternative strategies - options for strategic development. At the fourth stage, the variable scenarios of events development (optimistic, pessimistic, and most probable) are modeled, the influence of each on the formulated alternative strategies are investigated. At the fifth stage, the enterprise competitiveness in the case of strategy implementation is determined. The sixth is preparing the final version of the enterprise's strategy; at the seventh stage, medium-term tactical plans are developed based on the final approved strategy. At the eighth stage, tactical plans and projects are developed; the next step is the strategic management process. It provides for the strategy implementation organization, its practical evaluation, implementation monitoring, and errors and shortcomings in the strategic plan formation at any stage (*Sayenko, 2007*).

Suppose any enterprise is an open system, and the primary sources of its success are in its external environment, then in intense competition conditions. In that case, the economic enterprise's strategic direction is one of the main factors of its survival and prosperity. Moreover, strategic planning, in turn, allows to

adequately respond to uncertainty and risk factors such as the external environment peculiarity. In cases where management is focused on long-term functioning in the market, it is natural that the economic enterprise's planning system becomes strategic (*Teixeira, & Junior, 2019*).

Strategic planning is concerned with formulating an organization's vision for further development and identifying the critical priorities, procedures, and actions necessary to implement this vision. The organization established vision includes realistic, achievable, measurable, but complex and integral. Strategic planning includes goal setting and resource allocation. Discipline is a prerequisite for successful strategic planning (*Kabeyi, 2019*).

The peculiarities of the strategic planning concept understanding are the understanding that the future will not necessarily be more successful and productive than the past and that when drawing up a strategic plan must consider external and internal reserves (*Bryson, Crosby, & Bryson, 2009*).

Strategic planning should assess the available prospects, identify opportunities and threats from the external environment, understand the internal strengths and weaknesses, and analyze and adapt to rapid changes in the enterprise's competitive position in the market. Strategic planning should be the basis for management decisions, establish organizational functions, and approach motivation and control; all actions should be focused on developing strategic plans (*Bryson, Edwards, & Van Slyke, 2018*).

Strategic planning is an activity that provides the necessary sources and ways to achieve the set goals to determine the critical moments of enterprise development. Therefore, the main goals of strategic planning include defining long-term goals and activities, effective ways to achieve goals, and forming a model of enterprise development (*Bolland, 2020*).

The strategic planning system replaced long-term planning. At the same time, in Ukraine, these concepts are sometimes confused. The main difference between long-term planning and strategic planning is the future interpretation. The goal is to allow businesses to gain the most effective sustainable advantage over their competitors (*Bryson, & Edwards, 2017*).

The results of one of the annual international surveys of senior executives conducted by Bain & Company showed that 81% of respondents consider strategic planning as the top management primary tool, which should not only increase productivity in the long run, but also strengthen the internal organization structure (*Bain, & company, 2017*). Ukraine formed a particular background for strategic planning development that includes the need to respond to environmental changes, increase competition, and internationalize business. In other words, for companies, there is a situation where "only the strongest" survives in the market.

The enterprise's strategic management includes five main components that form the following chain of long-term target decisions (*Fig. 1*):

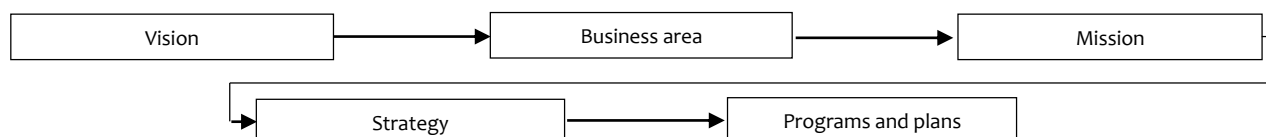


Fig. 1. Chain of perspective-targeted solutions in the management of enterprise development*

*Source: compiled by the author based on (*Ethiraj, Gambardella, Helfat, 2016*).

- 1) vision is an image of the possible and desired future state of an enterprise;
- 2) Business is a type of activity associated with a particular business unit, program, etc. Defining a business involves assessing its prospects and finding out its specific place and opportunities;

- 3) mission or the socially significant role of the enterprise is a qualitatively expressed set of primary business objectives;
- 4) strategy is an integrated model of actions designed to achieve the enterprise's goals. The strategy content is a set of decision-making rules used to determine the main activities;

5) programs and plans are a system of measures to implement the company's strategy, designed to address the allocation of resources, powers, and responsibilities among departments (employees) involved in the strategy implementation, operational plans, and program development.

In terms of performance, strategic planning tends to be more common in industrial enterprises with better results. For instance, enterprises that have implemented strategic planning (compared to those that do not) are more likely to achieve higher productivity growth, higher return on assets, higher profit margins, and higher employee growth (Berry, 1998).

Moreover, industrial enterprises involved in strategic planning are also more likely to be more innovative, have more new patented products, use new process and management technologies, and achieve international growth (Lurie, 1987).

Most importantly, industrial enterprises involved in strategic planning are less likely to fail. A small number of industrial enterprises implementing strategic planning systems are associated with the organization's environmental instability and internal aspects. Table 1 presents the results of the survey conducted among top managers and heads of financial departments of JSC "Marganetsky GOK," "CKS" LLC, "YUDK" LLC, and "Poltava GOK" JSC. One manager from each enterprise was interviewed. Respondents were given a list of statements that they had to rate on a scale from 1 to 10. Where 1 - the statement with the least impact on the desire to implement strategic planning in the enterprise, and so in ascending order of the criteria, according to their own beliefs. Furthermore, 10 - the statement has the most significant impact on implementing strategic planning in the enterprise.

Table 1
Factors hindering the effective strategic planning system implementation (compiled by the author based on a survey of owners and top managers of four manufacturing companies in Ukraine)

Name	Values, points
The reluctance of management to make changes to the available system	10
Underestimation of the strategic planning	9
Low awareness of new planning methods and techniques	8
Massive "unnecessary" paper accounting	7
Insufficient qualification of planners	6
Lack of trust in the opinion of lower-ranking workers (opinion of industrial workers) in decision-making	5
The high complexity of strategic planning	4
Lack of proper control	3
Lack of methodological support	2
Personal characteristics of planners (flexibility, risk)	1

According to the results of this survey, managers' desire is least influenced by the personal characteristics of planners (flexibility, risk) and most affected by the reluctance of management to make changes to the available system. Besides, it can be seen that underestimation of the strategic planning, low awareness of new methods and ways of planning, and massive "unnecessary" paper accounting also have a significant impact on the desire to implement strategic planning in the industrial enterprise.

Ukraine has excellent industrial potential; however, it can be unlocked only when owners and top managers understand the need to take measures that impact the current period and the long term. Newly established enterprises, even during the Independence period, are more adapted to the modern world in planning, due to the availability of entirely new functioning bases, opportunities to adopt best practices of foreign countries that

successfully use the benefits of strategic approach (Dobush, 2014). Although, of course, success is not limited to strategic planning, the obtained data usually support the assertion that planning as a whole has more significant advantages than non-planning. Strategic planning is rare or unavailable in most industries. In practice, industrial enterprises tend to focus on short-term operating rather than long-term strategic issues, and decision-making tends to respond rather than actively plan (Al Qershi, 2020).

Fig. 2 shows that strategic planning is hampered by various barriers, leading to (and explaining) the lack or low level of strategic planning observed in most industrial enterprises. Understanding barriers will allow other economic operators to know how such barriers can be overcome, thereby increasing the overall strategic planning level in industrial enterprises.

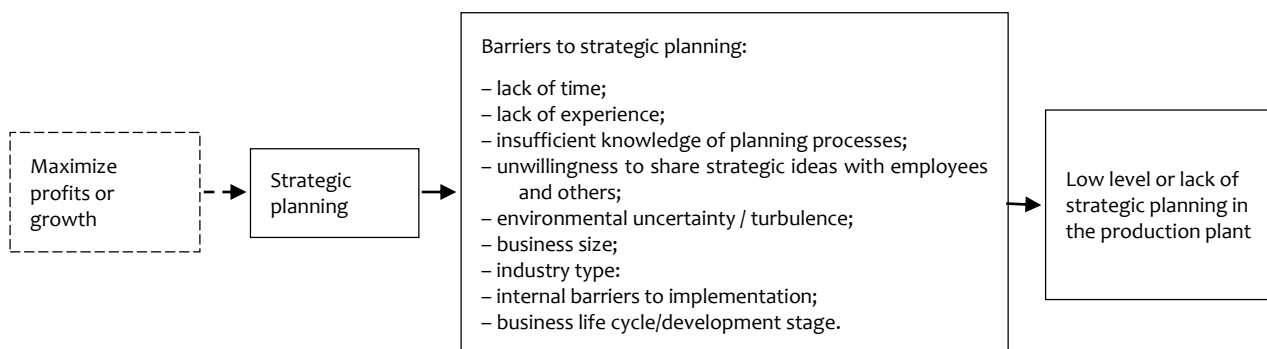


Fig.2 Barriers leading to the lack or low level of strategic planning in industrial enterprises*

*Source: compiled by the author based on (Timilsina, n.d.).

Many available kinds of research suggest that most, if not all, industrial enterprises "want to grow, but are hindered by barriers" (O'Regan, Sims, & Gallea, 2008). That assumption is fundamental in

the strategic planning studies described above and is underscored by the economic perspective, where profit maximization is seen as classic economic "rational behavior" and business growth as a

natural desire to achieve it. The paper offers a simplified approach to the problems that accompany the strategic planning implementation in enterprises. First, in many scientific developments (Gogol, Nekhai, & Kolotok, 2019; Cheng & Liu, 2020), the level of conducted analysis on the problem is at the enterprise level (as opposed to the personality level). Second, the approach implicitly assumes the goal of maximizing profits or growth for industrial enterprises (illustrated in Fig. 2 by dashed lines).

Fig. 3 presents an alternative approach proposed in this paper that addresses these issues: namely, that the level of analysis is conducted at the individual level (i.e., owner-manager), and that the motivation of business owners is taken as a starting point for investigating industrial behavior in strategic planning (rather than an a priori assumption about the goal of maximizing profit or growth).

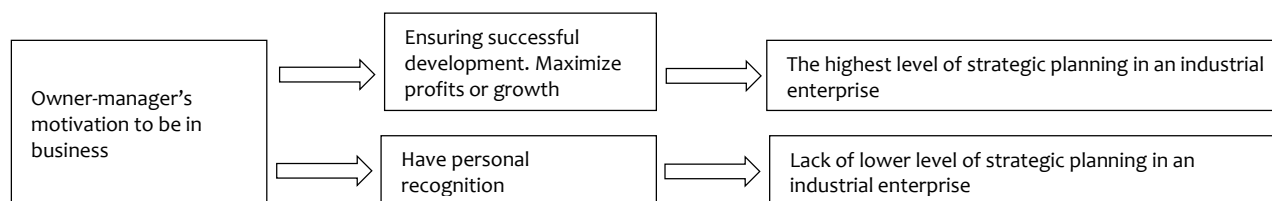


Fig. 3. Proposed approach to explain the lack or low level of strategic planning in industrial enterprises*

*Source: compiled by the author.

The model development is based on the substantiation that most industrial enterprises act as a "continuation" of their owners-managers (Hande Karadag, 2015). According to Mintzberg (1989), actions and decisions in an industrial enterprise revolve around the owner-manager in such a way that "the goals are of the owner-manager, the strategy is the owner-manager vision." Thus, issues related to the strategic (or other) vision of business should be explored concerning the individual's private motivations and ambitions (Karen, Papke-Shields, Boyer-Wright, 2017). These motivations and ambitions can be influenced by education, gender, ethnicity, social marginalization, family responsibilities, personal aspirations, or any other psychological, sociological, demographic, and economic considerations. Accordingly, this paper postulates that the initial motives for doing business determine whether owner-managers pursue profit and growth maximization or the goals of personal realization. This choice of goals subsequently determines the strategic imperatives of the business. Given that strategic planning is recognized as a tool for business development, competitiveness, and economic success, it is assumed that owner-managers who pursue profit and growth maximization are more likely to participate in strategic planning (Sandada, 2015).

Conversely, those who pursue personal goals will be less inclined to strategic planning. Fig. 2 illustrates this conceptual relationship between the business owner's aspirations and the level of strategic planning in industrial enterprises.

Thus, most modern industrial enterprises do not plan strategically because most owner-managers do not pursue goals to maximize profits and growth, and therefore do not perceive the need for planning to a large extent.

The profitability pursuit is necessary to ensure the viability and continuity of enterprises; profit maximization itself often lags behind more personal, non-economic goals such as independence, personal satisfaction and achievement, the flexibility of work and lifestyle, and contribution to society as a driving force business owners (Rojas, Reyes, & Hernandez, 2018).

Achieving personal non-economic goals is something that some owner-managers are willing to sacrifice for the prospect of receiving a more significant financial reward. Instead of "economic rationality," this behavior is more aptly described as "economic irrationality." A more fundamental explanation for the apparent lack of strategic planning in industrial enterprises may be closely related to personally identified managers-owners of "irrational" motivations for doing business, for whom strategic planning is perceived as unnecessary.

Motivation to do business is complex, and often doing business is inextricably linked to business owners and their families' personal lives. In general, motivational factors can be classified as "pull" and

"push" (Chernysheva & Shepelenko, 2017). Factors of "attraction" are because owner-managers have a strong positive inner desire to go into business; "push" factors are associated with the same intense desire but based on external negative causes.

The most common factor of "attraction" is independence or the desire to be your boss. Additional reasons for "cravings" were the desire to achieve job satisfaction, the desire to have a flexible lifestyle, personal challenge, personal development, the need for approval, the desire for autonomy, and the desire to use existing experience and knowledge. These reasons are internally concentrated and are usually unrelated to the financial imperative. Although personal financial motives may have a "traction" force, it is more fundamentally related to the ability of owner-managers to control their lives and "do something for themselves." Financial motives are often secondary to more personal and internal factors than business factors (Chernysheva, Shepelenko, & Gashenko, 2017).

Business start-ups' key outcome is a positive change in personal circumstances, and affective "surprises" such as independence, personal freedom, personal satisfaction, a less rigid, flexible lifestyle, and more job satisfaction are more important than rational economic goals. That substantiates Davidson, who found that although much of his sample (88%) initially listed making money as the primary goal for doing business, further research found that at least 71% of business owners choose job satisfaction, greater independence, networking, meeting with new challenges and pursuit of their interests - and these are the real criteria for them (Davidson, 2018).

Contrary to popular belief and many economic theories, money and the desire to achieve a better financial position is not as important as the desire for personal participation, responsibility, and lifestyle that guide many industrial owners. Thus, achieving these goals becomes one of the main criteria for success that determine entrepreneurs.

5. Conclusions

In general, it can be stated that the need to implement a system of strategic planning is beyond any doubt. The strategic planning system introduction helps economic agents to become the "strongest."

The strategic planning level is higher in industrial enterprises with growth-oriented owners and lowers in those who follow non-economic personal programs. Admittedly, many owners do not seek growth, satisfied with maintaining "stability." That is not necessarily a bad thing, but it emphasizes that many businesses are not "entrepreneurial" and will never engage in proactive growth, including strategic planning. Thus, the business owner's motivations - rather than organizational barriers to planning -

should be seen as a starting point for understanding and addressing why most industries are not involved in strategic planning.

Given the above, we can conclude that the correct behavior of the economic enterprise to ensure adequate long-term operation and successful development is to pay more attention to strategic planning, analysis of the external and internal environment, the use of strategic controlling in practice, rather than concentrating all its resources only on operational planning.

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he authors declare that they have no competing interests.

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